

RECRUITING, ENGAGING & RETAINING COALITION MEMBERS



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COALITIONS WORK**

GO IN SEARCH OF PEOPLE.
BEGIN WITH WHAT THEY KNOW.
BUILD ON WHAT THEY HAVE.

CHINESE PROVERB

FUNCTIONS OF COMMUNITY COALITIONS

Analyze community issue(s)

Assess community assets/needs

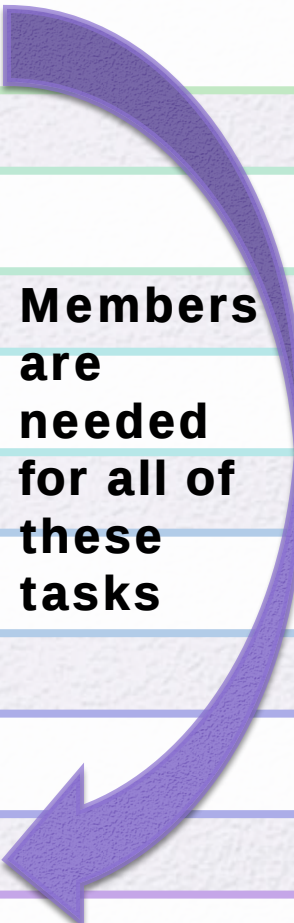
Develop action plan

Implement promising/proven strategies

Reach community-level outcomes

Create social change

**Members
are
needed
for all of
these
tasks**



STAGES OF COALITION DEVELOPMENT



FORMATION

Build organization - **recruit members**, leaders & staff

IMPLEMENTATION

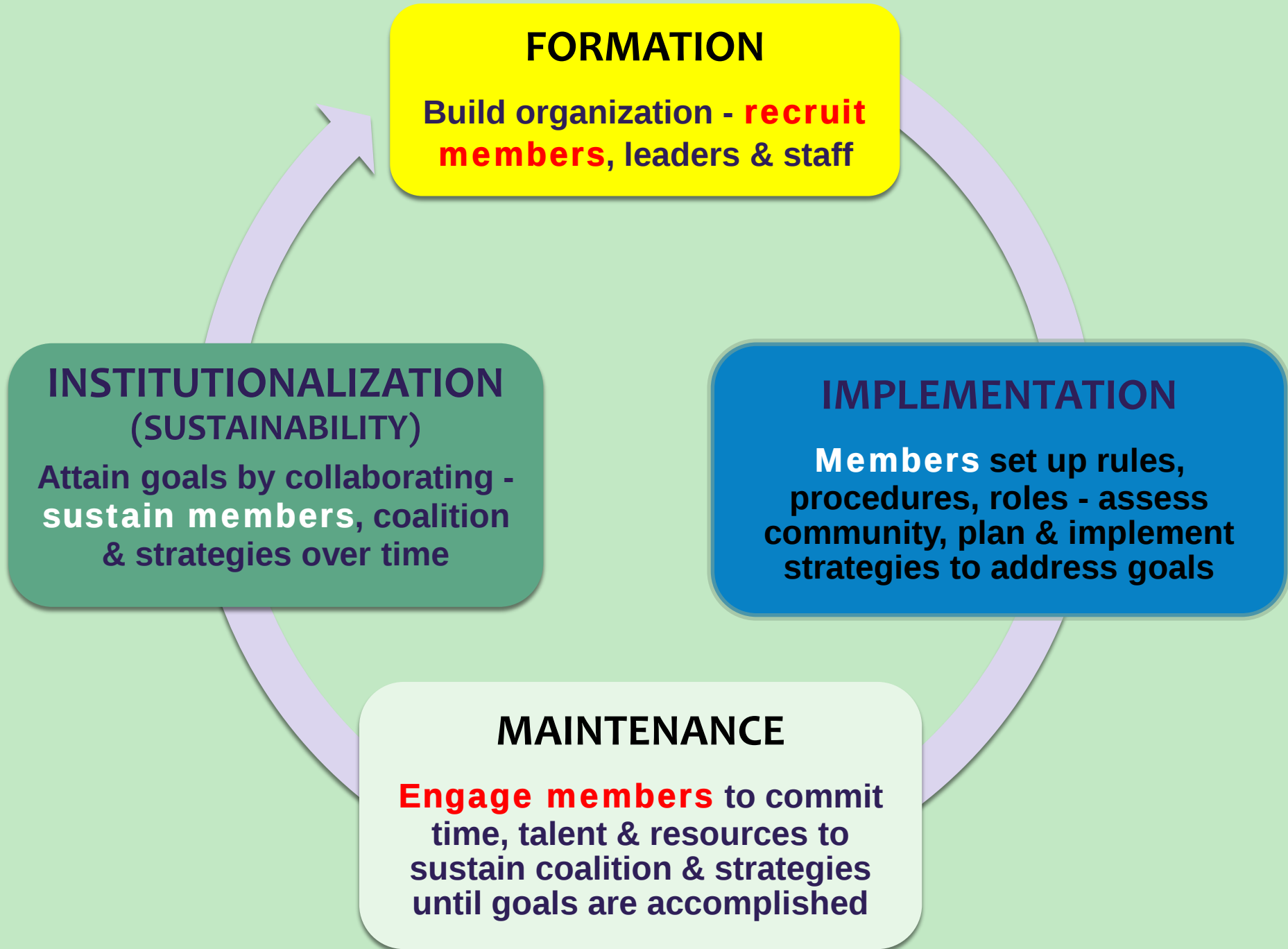
Members set up rules, procedures, roles - assess community, plan & implement strategies to address goals

MAINTENANCE

Engage members to commit time, talent & resources to sustain coalition & strategies until goals are accomplished

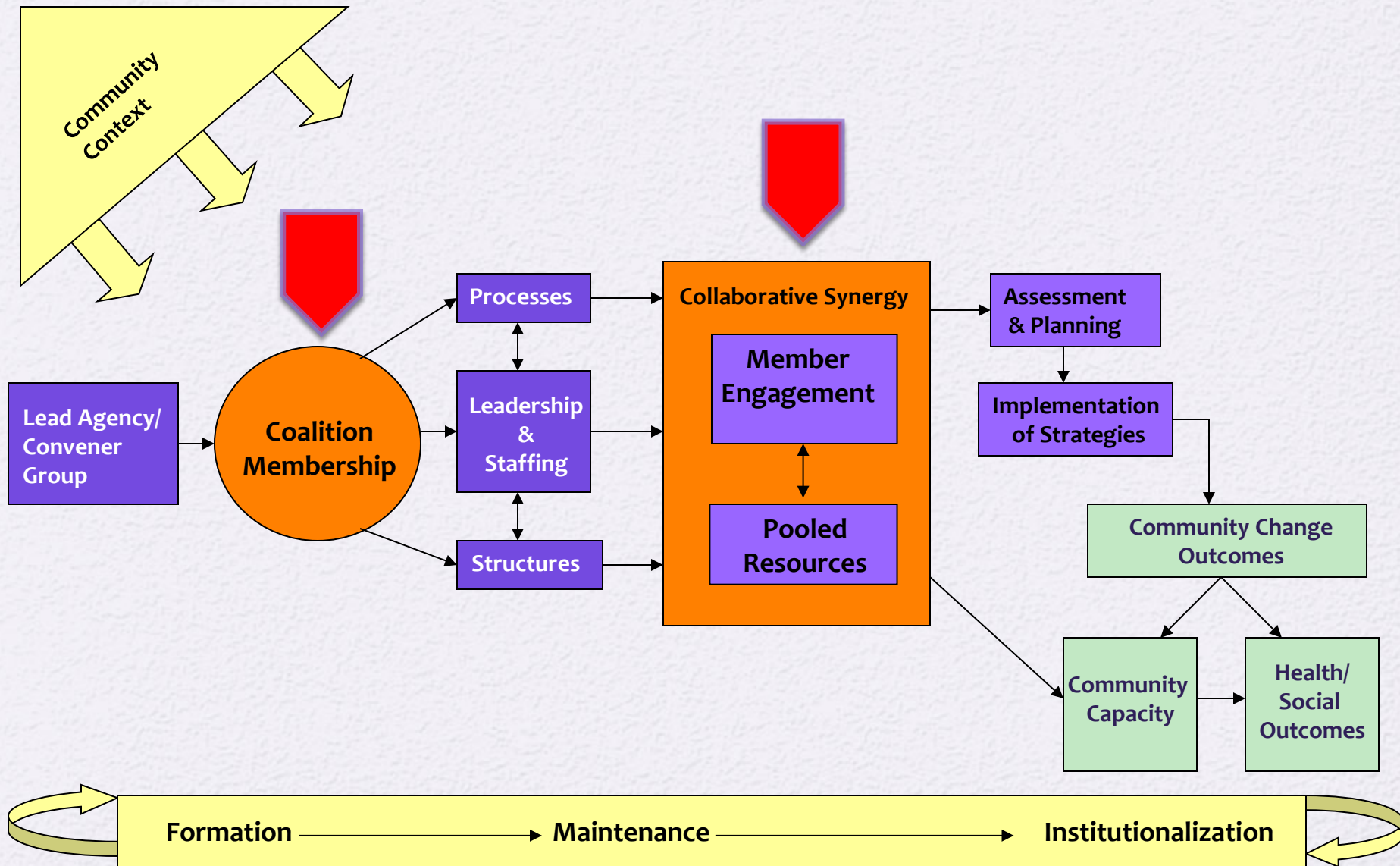
INSTITUTIONALIZATION (SUSTAINABILITY)

Attain goals by collaborating - **sustain members**, coalition & strategies over time



Community Coalition Action Theory (CCAT)

Butterfoss & Kegler, 2002, 2009



COMMUNITY ENGAGEMENT & COALITIONS



COMMUNITY ENGAGEMENT

Working collaboratively with & through groups of people affiliated by geographic proximity, special interest, or similar situations to address issues affecting their well-being

Centers for Disease Control and Prevention (CDC). (1997), Principles of Community Engagement. Atlanta: Author.

WHAT DOES THAT MEAN?

- **Focus on community's expectations, assets & needs when designing, implementing & evaluating solutions to issues**
- **Value community members as equal partners**
- **Meld community “wisdom” with institutional & scientific expertise**

COMMUNITY ENGAGEMENT



GOALS OF COMMUNITY ENGAGEMENT



CDC. (2011) Principles of Community Engagement, 2nd Ed. Atlanta: Author.

Build trust



Enlist new resources & allies



Create better communication

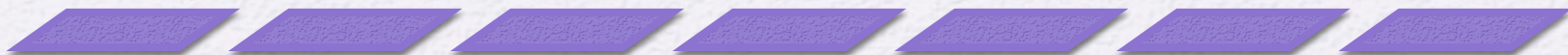


BENEFITS OF COMMUNITY ENGAGEMENT

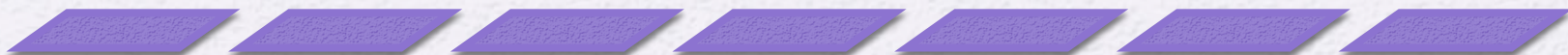
Strengthened communities & cohesion



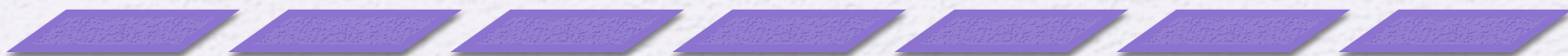
Strengthened accountability of partners & coalitions



Improved service delivery, efficiency & effectiveness



Improved health & social outcomes



Community Engagement Continuum *

OUTREACH

CONSULT

INVOLVE

COLLABORATE

**SHARE
LEADERSHIP**

Increasing Level of Trust, Community Involvement, Communication & Impact

*** International Association for Public Participation**

COALITIONS & COMMUNITY ENGAGEMENT REALITIES

- Each coalition member must believe it needs help to reach goals
- Common ground must exist so that members eventually agree on purpose, policies & strategies
- Continuous negotiation among members is required
- To fairly share power & benefits, each member must believe that it will receive benefits that match/exceed their contributions

10 Tips for Engaging Communities

1. There is no such thing as the “general public”
2. Keep your promise to community members
3. Go to the people
4. Spread the word
5. Ask for personal stories
6. Understand the power dynamics
7. Engage in their interests
8. Think about the details
9. Use technology – if it’s a fit
10. Make it fun

**ENGAGING
THE
COMMUNITY
IN
COALITIONS**



Know your community



Go into the community



Recognize & respect the community's diversity



Identify people & organizations you want to engage in the work



Potential Organizations

- **Who has previously supported issue?**
- **Which organizations have compatible goals with yours?**
- **What prior relationships exist?**
- **What are their values & cultures?**
- **What do they bring to table (resources, power, results)?**
- **What are their public records/positions about issue?**

What Organizations Need to be Involved?

[illegible]

Community Resource Inventory

[illegible]

Identify & overcome any barriers to involvement



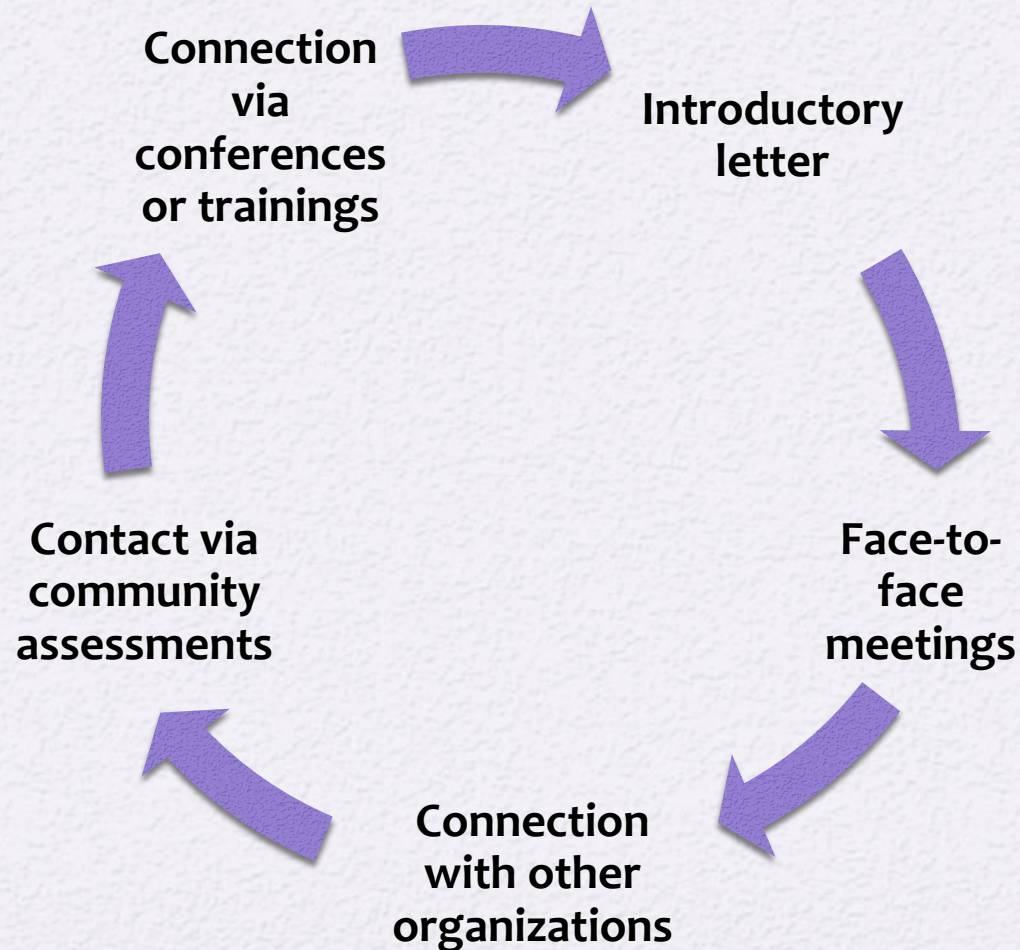
Engage members from all relevant community sectors



SKILLS

- Advocacy
- Fund-raising
- Finance
- Communication
- Marketing
- Recruitment
- Leadership
- Strategic Planning

RECRUITMENT STRATEGIES



Buddy System of Member Recruitment

STEP 1: When new strategy is proposed, members ask: “Who is not here that might help us implement it? ”

STEP 2: Members who have connection to each organization starts recruitment process by volunteering to be “Buddy”.

STEP 3: Buddy contacts prospective member. Encourages to join coalition & answers any questions. Forwards contact information to Coordinator.

STEP 4: Coordinator follows up by phone & sends orientation packet or web link to recruit.

STEP 5: When Buddy receives next meeting notice, he/she phones recruit, makes sure that notice was received & encourages attendance.

STEP 6: At meeting, Buddy greets recruit, acclimates him/her to surroundings & introduces to others. Welcome is offered by Chair & new member is asked to introduce him/herself to group.

Orient New Members to the Coalition

- **Provide periodic virtual or web-based orientation sessions**
- **Provide new member packet (actual or on website)**
 - **1-page Coalition Fact Sheet w/Vision, Mission & Goals**
 - **Organizational Chart**
 - **Roster of Members**
 - **Menu of Opportunities for Involvement**
 - **Minutes of Last Meeting**
 - **Media Clips**
 - **Samples of Products or Events**

Annual Member Commitment Card

I, _____ hereby commit to providing the following resources to the
(COALITION NAME) to assist in creating a healthier community.

Resources	In-kind	Cash	Time	Other

Signature: _____

Date: _____

- ✓ **Help develop vision & mission**
- ✓ **Be community ambassadors for coalition**
- ✓ **Recruit other members**
- ✓ **Secure resources**
- ✓ **Attend meetings/events**
- ✓ **Provide guidance & feedback**
- ✓ **Implement PSE change strategies**



Every single person has capabilities, abilities, and gifts. Living a good life depends on whether those capabilities can be used, abilities expressed, and gifts given. If they are, the person will be valued, feel powerful and be well connected to people ... and the community around the person will be more powerful because of the contribution that person is making.

Kretzmann & McKnight, 1993



Why Members Join & Stay



- **Believe in issue & mission**
- **Build relationships**
- **Accomplish goals**
- **Have influence & impact**
- **Like being informed & up-to-date**

Why Members Leave . . .

- ✓ Don't feel included or respected
- ✓ Disagree w/leaders
- ✓ Conflict with others
- ✓ Unclear roles or responsibilities
- ✓ Don't see results



Motivate Members

- **Provide training - leadership, meeting facilitation & other skills**
- **Offer annual retreats to build skills & interest in coalition**
- **Offer transportation to state partnership meetings & legislative forums**
- **Invite leaders to represent coalition at grantee meetings**
- **Write letters of appreciation to bosses & recommendations for colleges/jobs**

Retention Tips

- **Use “Buddy System” to link old & new members**
- **Provide small stipends to members**
- **Make attendance easy: Parking, translation, meals, babysitting & convenient times/places**
- **Promote sense of team spirit & fun**

Engage people in things that matter to them



Provide opportunities to share knowledge, experience, goals & energy



Gather & use community assessment data to agree on purpose, scope, actions & timeline



Bring people to the table & nurture their active participation in all aspects of decision-making



Identify & mobilize member assets & resources



Develop members' commitment & capacity to plan & take action



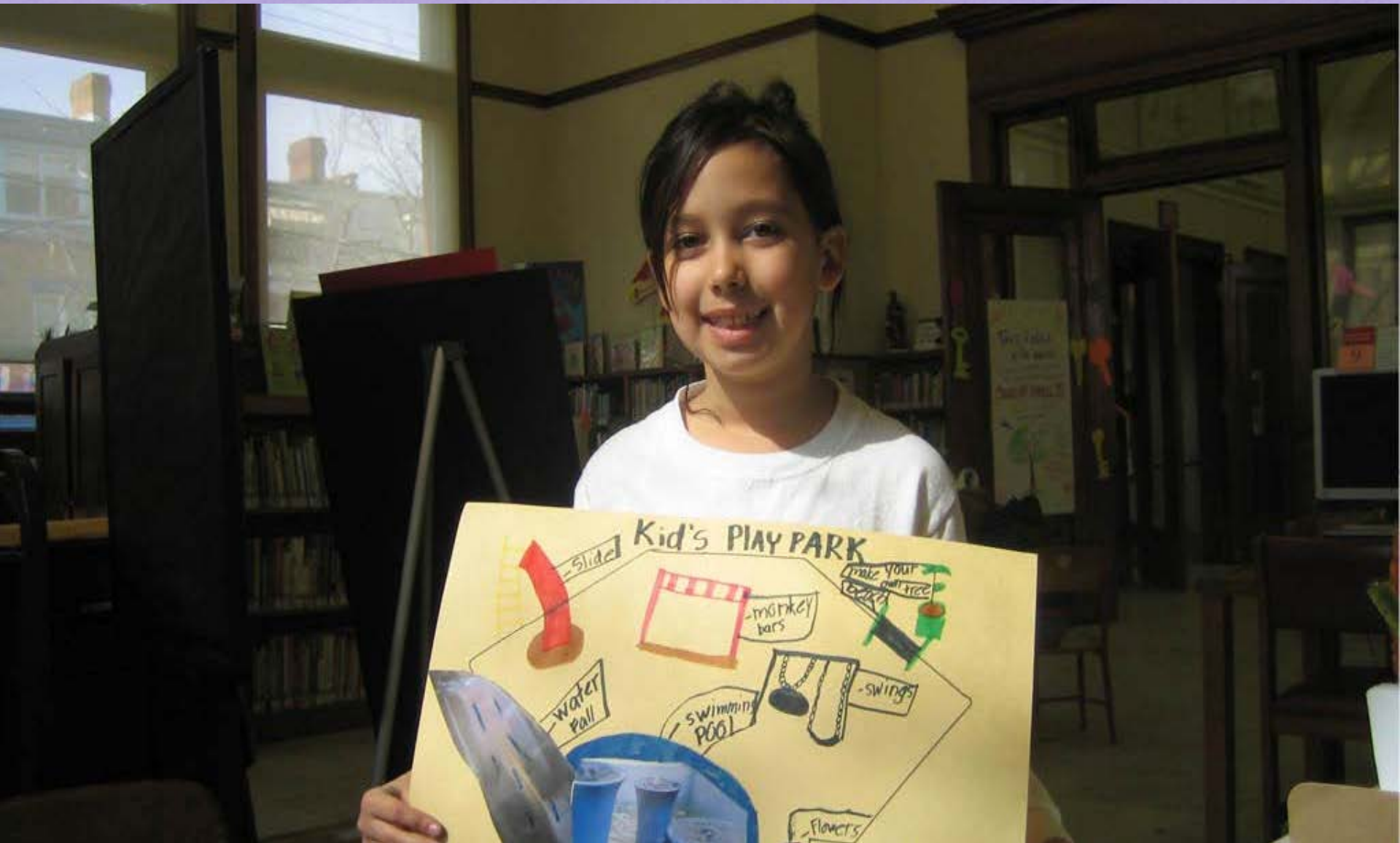
Use clear procedures so participants work together efficiently & effectively



**Create plans that are politically viable,
economical, understandable & accepted by most**



Foster & implement strategies that change policies, systems & environments



Involve members in monitoring , evaluating & communicating outcomes



Prepare to release control of coalition & strategies



**Remember: Community collaboration
requires long-term commitment**



6 “Rs” of Participation

- Recognition
- Respect
- Role
- Relationship
- Reward
- Results



* Kaye and Wolff, 1995

Respect

Everyone wants respect. By joining volunteer efforts, we seek respect from our peers. People often find their values, culture or traditions are not respected in the workplace or community.

What can we do to build respect for each other in our coalitions?

Recognition

People want to be recognized for their leadership to serve their communities & organizations. We all want to be recognized, initially by members of our own group & then, by members of other groups, for our personal efforts to build healthy states.

How can we recognize each others' contributions to our coalition efforts?

Role

We all need to feel needed. We want to belong to a group which gives us a prominent role & where our unique contributions can be appreciated. Not everyone searches for the same role, but groups must find roles for everyone if they expect to maintain membership.

How can we develop meaningful roles for our coalition members?

Relationship

Coalitions are organized networks of relationships. People join them for personal & public reasons to broaden their base of support and/or influence.

Coalitions draw us into a wider context of community relationships which encourage accountability, mutual support & responsibility.

How do we provide networking opportunities for our coalition members?

Reward

Coalitions attract new members & maintain old ones when the rewards of membership outweigh costs. Not everyone is looking for the same kind of rewards. Identify the public & private rewards which respond to members' self interests in order to sustain their role in the coalition.

How can we reward coalition members for their efforts on its behalf?

Results

Nothing works like results! A coalition which cannot “deliver the goods” will not continue to attract people & resources.

How do we share information about results with members in return for their participation?

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